



**HowardCounty**  
*maryland*

# Howard County IT Strategic Assessment and Roadmap

01 April 2015



- Executive Summary
  - Background and Approach to IT Strategy Project
  - Summary Current State
  - Defining the Target Future State
  - Planning the Future State Roadmap
  - Strategy Plan Initiatives



## Project Success Criteria

The IT Strategic Plan will assist DTCS in:

- ✓ Capture the 3-5 year vision
- ✓ The plan to be Achievable to implement
- ✓ Assist in gaining buy-in from elected and appointed officials
- ✓ Assist in mapping to Timeline and Resource planning
- ✓ Leads to improved predictability in Budgeting
- ✓ Spells out Priorities and Manages Expectations
- ✓ Living document with continuous monitoring and review



## Project Approach

Approach to IT strategic planning leverages our Enterprise Transformation Framework<sup>SM</sup> and to ensure a comprehensive assessment of your organization and operating environment and the construction of an actionable roadmap.

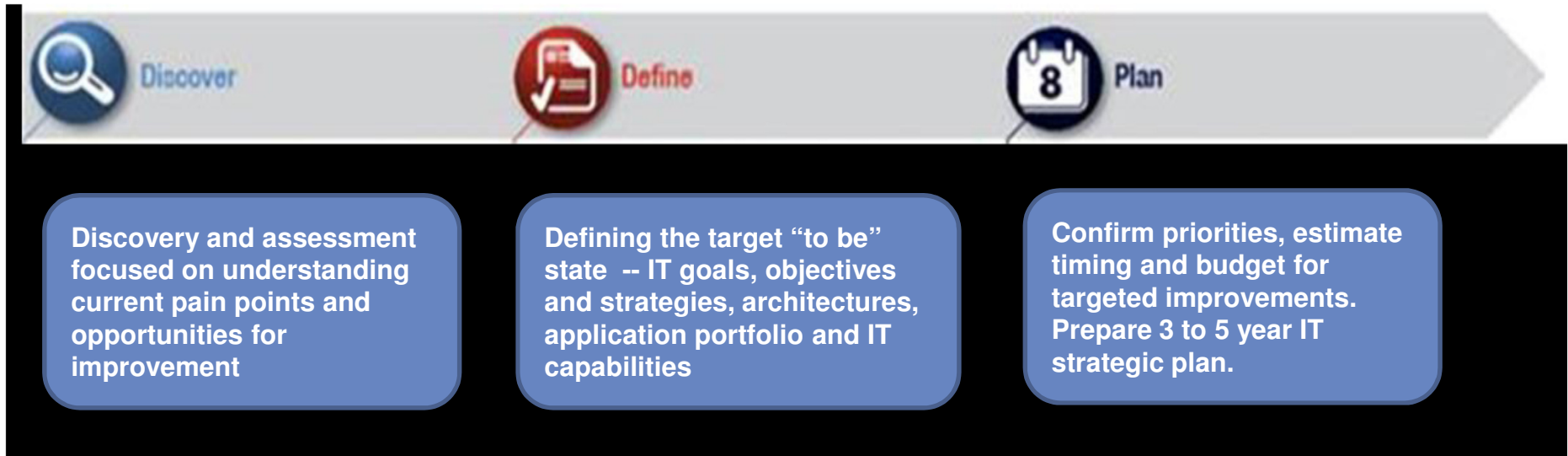
- Starts with understanding your business vision, strategy and desired results
- Considers what it will take to align processes, organization, capabilities and technology to achieve targeted goals
- Looks at culture across business and IT to assess impact, risks and organizational change management needs
- Analyzes governance – methods, budgets, performance and sourcing strategies to quantify and monitor value

ENTERPRISE TRANSFORMATION FRAMEWORK <sup>SM</sup>



## Project Overview and Context

This project utilized a Phased Approach:



- **Discover** – Focused on understanding current pain points and opportunities for improvement
- **Define** – Defining the target “to be” state and associated benefits, risks and costs and preliminary future state
- **Plan Strategy** – Refine the implementation plans, develop consensus on priorities, benefits, costs, risks and mitigation strategies and tactics; develop and prepare the strategic roadmap and summary information to gain agreement on Howard County’s “best managed reality” and approval of the business investment for the IT strategic roadmap



## Project Scope

The project included an IT Assessment of the current information technology (IT) environment and service delivery model and develop a “target future state IT environment”, strategic roadmap and high level budgeting estimates to address recommended IT related improvements across 19 Howard County departments.

The following County departments have been identified as in scope for purposes of IT needs assessment and stakeholder inputs on recommended improvements.

- Department of County Administration
- Office of Budget
- Office of Human Resources
- Office of Public Information
- Office of Purchasing
- County Council
- County Auditor
- Department of Citizen Services
- Department of Corrections
- Department of Finance
- Department of Housing and Community Development
- Department of Inspections, Licenses and Permits
- Department of Planning & Zoning
- Public Works
- Department of Recreation & Parks
- Technology and Communication Services
- Police Department
- Office of Law
- Department of Fire & Rescue



# Interview Roster

Information was gathered from a variety of resources

HC Documents	Department Business Interviews	DTCS (IT) Interviews
<ul style="list-style-type: none"><li>• HC/DTCS Org Chart</li><li>• HC/Business Org Chart (current)</li><li>• General Admin Policies</li><li>• Risk Management Policies</li><li>• Central Services Policies</li><li>• Tech &amp; Comms Policies</li><li>• Service List (draft)</li><li>• Virtual Server Infrastructure</li><li>• ICBN Network Diagram</li><li>• ICBN Equipment Inventory</li><li>• IT Strategic Plan 2007</li><li>• Network Equipment Inventory</li><li>• Enterprise Network Diagram</li><li>• Network Services Hire &amp; Termination Procedures</li><li>• Administrator Access Policy</li><li>• Change Management Policy draft</li><li>• Risk Assessment Process draft</li><li>• Back Up and Restore</li><li>• DTCS Project List (snapshot)</li></ul>	<ul style="list-style-type: none"><li>• Purchasing</li><li>• Law</li><li>• Human Resources</li><li>• Auditor</li><li>• Finance</li><li>• County Council</li><li>• County Administration</li><li>• Planning &amp; Zoning</li><li>• Inspections, Licenses &amp;</li><li>• Citizen Services</li><li>• Police</li><li>• Housing &amp; Community</li><li>• Recreation &amp; Parks</li><li>• Corrections</li><li>• Public Works</li><li>• Fire and Rescue</li><li>• Budget</li><li>• Public Information</li></ul>	<ul style="list-style-type: none"><li>• WAN/Network</li><li>• Servers/Data Comms</li><li>• Security</li><li>• GIS Services</li><li>• Records Management</li><li>• Help Desk</li><li>• PMO</li><li>• SAP Support</li></ul>

- Interviews with business leaders focused on current state activities, future state requirements, applications and information used, IT's support, barriers to success, and ideas for business / IT innovation.
- Interview sessions were face-to-face.





# Summary Observations

## Description: Summary Observations

- DTCS is resource constrained – Challenge is to focus on improvement while “keeping the lights on” and meeting other critical business needs
- In addition to Police and Fire & Rescue, a number of Departments have in-house IT Support staff. These include: Citizen Services, Housing & Community Development, Recreation & Parks, Inspections License & Permits, and Corrections
- There is a current cultural bias toward IT – e.g., viewing IT as a utility/tactical function
- There may also exist a pervasive view of IT as “not credible” based on past experiences

## Summary Current State Findings

- DTCS-provided core Utility functions (“keep the lights on”) are functioning well.
- Help Desk gets high marks from most business departments.
- DTCS provides adequate support for baseline infrastructure (email, servers, networks, etc.)
- Project Management capability is at an early stage of adoption.
- Business Analyst capability within DTCS is limited or non-existent.
- Testing and QA capability within DTCS is limited.
- DTCS not consistently involved in review and approval of device purchases (e.g., tablets)
- Solution evaluation process not consistently applied
- County-wide document retention policy not established and communicated; department-specific policies currently in place.
- A number of considerations and potential concerns were identified related to the RIM solution rollout.
- Security in reactive mode and inconsistent enforcement
- SAP Support team provides adequate support; additional change management efforts would help future roll-outs
- Web sites have lack of consistency of look-and-feel, access, and ease of navigation. DTCS to coordinate with PIO.

## Emerging Themes

- Opportunity for DTCS to evolve into a collaborative, strategic partner to the business.
- Opportunity to Improve organizational alignment of DTCS to the business. Not always clear that DTCS understands business challenges, requirements and priorities.
- Opportunities for DTCS to provide increased guidance to the business (e.g., standards, processes, procedures, etc.).

## Emerging Priorities

- Web strategy
- Document Management / RIM
- Human Capital and Time & Attendance
- Disaster Recovery
- Continuing Operations Plan (Business Continuity)
- PCI compliant servers and networks
- IT Service Catalog



# Howard County IT Strategy

## Mission

The DTCS Mission is to be a vital business partner to the County and realize the business strategies by being proactively involved and aligning the appropriate blend of initiatives, resources and technologies to provide the most efficient and effective IT solutions.

DTCS is committed to serving the business operations of Howard County by:

- Providing County-wide and departmental solutions with an emphasis on superior customer service;
- Ensuring effective and efficient utilization of new and existing technology resources and investments;
- Striving to exceed expectations of County business departments, constituents, and the business community

## Vision

The DTCS Vision of success describes a future in which technology and resource investments enable DTCS to partner with County business departments in order to better serve County business strategies and to deliver the highest level of service supporting the County.

- DTCS will be a proactive leader in identifying issues and offering innovative and cost-effective solutions to enable Howard County departments to accomplish the County Vision and Goals.
- DTCS will deliver high quality business-focused solutions to our external customers by partnering with our internal and external stakeholders.

## Goals

- Deliver timely and effective responses to customer requirements through collaboration and teamwork.
- Provide vision, leadership, and a framework for evaluating technologies and implementing proven information technology solutions.
- Provide constituents, the business community and County staff with convenient access to appropriate information and services through technology.
- Work with County departments to improve business operations by understanding business needs and by planning, implementing and managing appropriate information technology solutions.
- Provide a reliable communication and computing infrastructure foundation on which to efficiently conduct County business operations today and in the future.
- Effectively communicate information about plans, projects, and achievements to County staff and customers.
- Provide effective technical and fiscal management of the Department's operations, resources, technology projects and contracts.



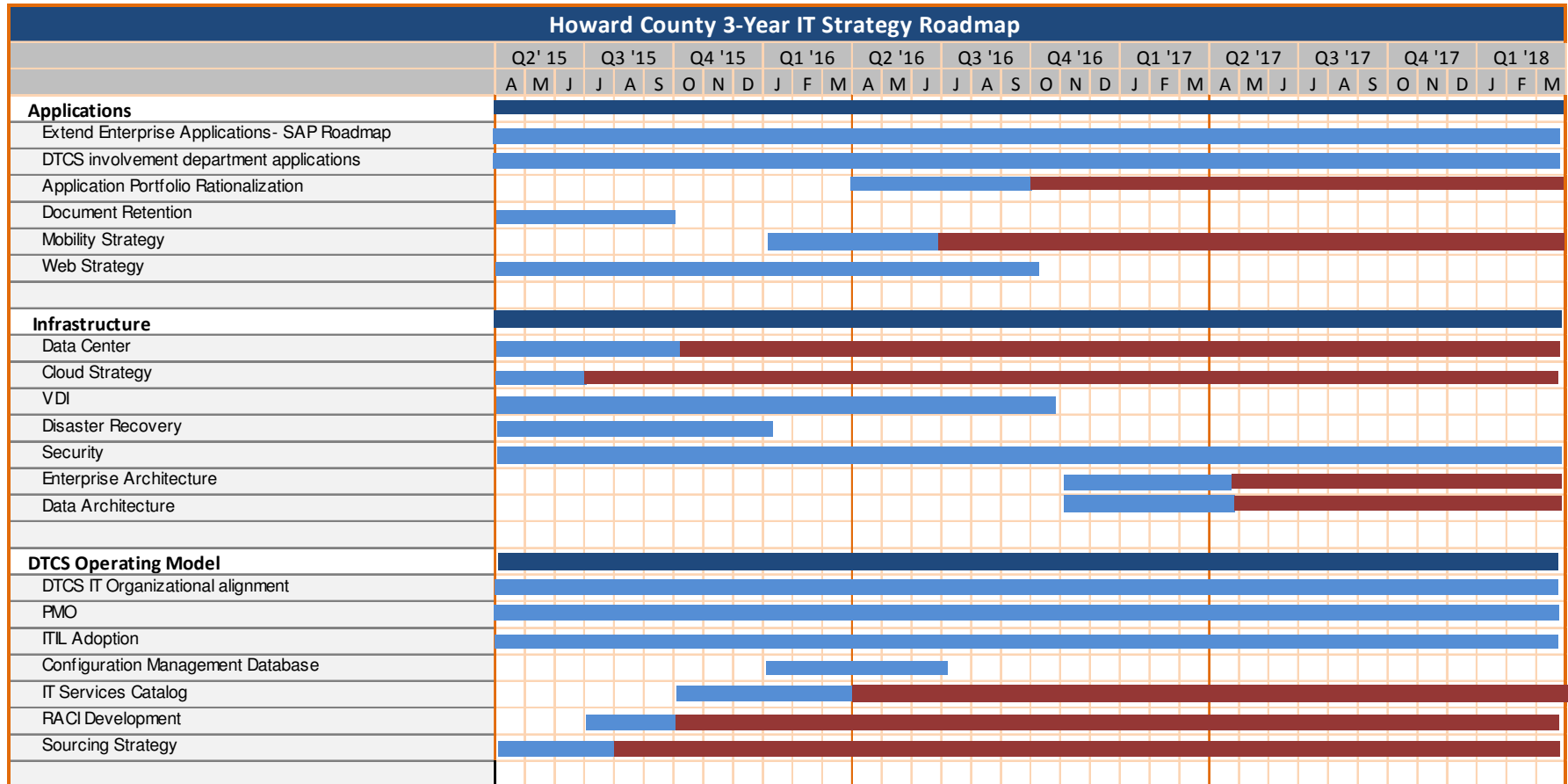
## Developing the Strategic Roadmap

- The IT strategy roadmap provides direction for strategic priorities.
- Major initiatives or projects listed are high-level, strategic projects.
- Not all projects for IT budgeting are identified.
- The roadmap provides visibility into major projects and key departmental initiatives that IT has planned for the next 3-5 years.
- Many of the initial initiatives are likely to lead to additional implementation projects, not all of which are listed.
- Initiatives will involve cross section of IT resources and in many cases will involve outside consulting resources.
- IT strategic plan follows 3 main themes
  - Improve DTCS Operating Model
  - Standardize and Improve IT Infrastructure
  - Improve Applications – Business Alignment / Access to County Services



Plan the Future State

# DTCS Strategic IT Roadmap



Initiatives that are part of the roadmap

Implementation projects that are not included in the roadmap but may develop based on the results of the evaluation and assessment





## Legend

The initiative summaries that follow have the following icon representations:



- DTCS Role / supplemented by consulting resources



- Howard County Business Role

\$

- Estimated Cost \* less than \$250K

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- Estimated Cost \* between \$250K to \$500K

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- Estimated Cost \* between \$500K to \$750K

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- Estimated Cost \* greater than \$750K

\* Cost estimates are based on industry standard labor costs, and do not include any software licensing fees



# Extensions of Enterprise Applications (SAP/Neogov)

Leverage and expansion of County-wide enterprise applications, including SAP and Neogov.

## Project Category

Improve Applications Portfolio and Business Alignment

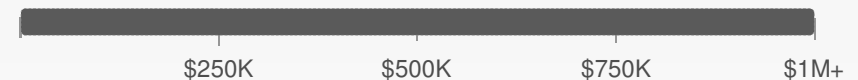
## Key Components

- Establish multi-year SAP program, including several components and modules. These include:
  - 2015: Maintenance Management (Fleet Mgt) – WIP
  - 2015: Dashboards – WIP
  - 2016: HCM, Time and Attendance (budget requested: \$3M + 22% maintenance)
  - 2016: Web Intelligence
  - 2016: SoD (Segregation of Duties) for County users - using Governance, Risk and Control (GRC) module
  - 2016: Budget Prep (currently use Cognos)
  - 2016: Adobe Interactive Form (automates forms data entry)
  - 2016: Data Archiving
  - 2017: Treasury Management
  - 2017: HR Performance Management – SuccessFactors (possibly Neogov - Fire Dept. led initiative)
  - 2017: Technical upgrades to core Enterprise Central Component (ECC)
- Training and Organization Change Management are key components that should be included in roll-out

## Related Projects

Application Portfolio Rationalization

## Estimated Labor Cost



## Estimated Duration

24-36 months

## Resources

SAP Support Lead, Module Leads, Solutions Architect,  
Business Analyst  
County Dept Analysts  
SAP developers and configurators (TBD)  
Outside Consulting Partner



# Increased Involvement with Department Applications

Increased collaboration with County business departments on the selection, implementation and integration of department applications.

## Project Category

Improve Applications Portfolio and Business Alignment

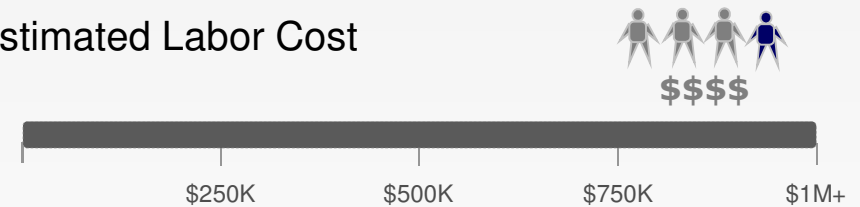
## Key Components

- Engage with business departments to review department-specific applications.
- Applications include: Bid Management (Purchasing), Munis tax (Finance), Mun-ease debt Management (Finance), Time Matters case management (Law), Scan system (Citizen Services), ActiveNet (Recreation & Parks and Citizens Services), Accela (Inspections, Licenses & Permits and Planning & Zoning), ProjectDox (Planning & Zoning), Planon (Public Works), Offender Case Management System (Corrections and Police).
- Potential considerations include integration with Enterprise applications (e.g., ActiveNet with SAP).
- DTCS encourages departments to pursue a 'Cloud First' strategy
- Considerations also include DR (disaster recovery) requirements and capabilities for County-specific solutions.
- Review requirements for new/emerging solutions with business departments on a regular basis as part of overall Business-IT governance process.

## Related Projects

SAP Implementation (integration), Cyber-Security, Cloud Strategy

## Estimated Labor Cost



## Estimated Duration

24-36 months and more. This will be an on-going effort.

## Resources

Solutions Architect, Business Analyst, Technical Analyst  
County Dept Analysts  
Cloud Solutions provider(s)

# Application Portfolio Rationalization

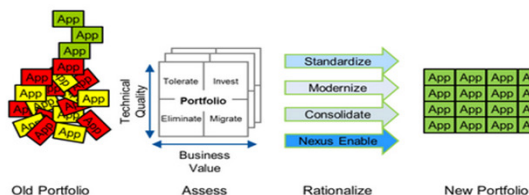
Develop a robust model for assessing the business value, technical health and strategic fit of the application portfolio, as well as prescribed solutions to reduce to cost and complexity of the overall portfolio over time. Improve alignment of applications to County business needs.

## Project Category

Improve Applications Portfolio and Business Alignment

## Key Components

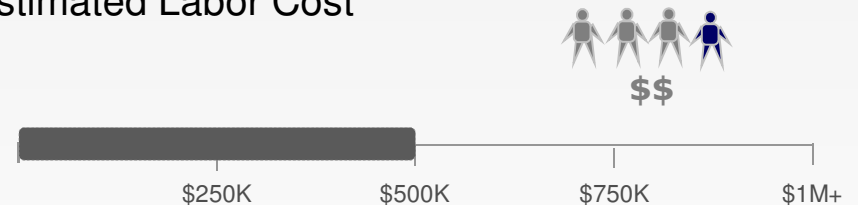
- Develop an applications inventory, possibly leveraging auto-discovery tools.
- Map applications to supported business processes to identify overlaps and redundancy across business departments.
- Determine which applications are under-utilized or no longer utilized with the purpose of reducing the number of actively used applications.
- Assess the functional and technical quality of the applications. This includes potential risks (e.g., applications running on obsolete/end-of-life platforms like Windows/XP or Win2K3).
- Apply a true lifecycle approach to applications and data. If an application is no longer used to support a current business process and its data is no longer growing significantly, it should be retired and its data archived.



## Related Projects

Applications list, Architecture standards

## Estimated Labor Cost



## Estimated Duration

4-6 months to complete the inventory, analysis and develop recommendations. Implementation of the recommendations would be undertaken as separate projects.

## Resources

Service Delivery Manager, Business Analyst, Technical Analyst  
County Dept Analysts  
Likely to involve Outside Consulting Partner



# Document Retention

This would include both documents saved on County network storage, as well as email messages. Complete RIM program rollout.

## Project Category

Improve Applications and Business Alignment

## Key Components

- This includes documents saved on County network storage and email messages,
- Policy will include guidance on handling of 'sensitive' data (e.g., HR info, financials, HIPAA (Health Insurance Portability and Accountability Act) data, CJIS (Criminal Justice Information Security), etc.).
- Publish policy, and educate County employees about the policy.
- Include CB32-2014 information with RIM rollout
- Complete the RIM program rollout.
- Actively enforce and audit the document retention policy.

## Related Projects

None

## Estimated Labor Cost



## Estimated Duration

3-6 months for strategy definition and completion of RIM rollout.  
Efforts to be coordinated with the overall RIM rollout program.

## Resources

Business Analyst, Security Analyst  
County Legal



Translation of County goals, objectives and values into high-level management directives for leverage of mobile services. Develop guiding principles and standards for mobility.

## Project Category

Improve Applications and Access to County Services

## Key Components

- Document strategic drivers for Mobility strategy. These could include mobile workforce (connect to systems while in the field, cost reduction, inter-department collaboration, and teleworking) and citizen services (enhanced experience, better access to services, improved operational efficiencies, engaging in two-way dialogue, improved demographic info).
- Establish a set of Guiding Principles for County leverage of Mobile capability.
- Evaluate technical infrastructure needs relative to current device policy and growing mobility needs (e.g., tablet vs. Mobile Data Terminal (MDT), prioritized mobile connectivity, etc.).
- Consider leverage of mobile capabilities within SAP.
- Consider security and information protection requirements.
- Include mobile device management (MDM) capabilities.
- Conduct initial pilot and proof-of-concept projects.

## Related Projects

Architecture standards, SAP, Cyber-Security

## Estimated Labor Cost



## Estimated Duration

3-6 months for strategy definition. This does not include initial pilot and proof-of-concept projects.

## Resources

Applications Development Lead, Business Analyst  
Security Analyst  
County Dept Analysts



Translation of County organizational objectives and values into high-level management directives for the Web. Implementation of new County website, including both internet and intranet sites.

## Project Category

Improve Applications and Access to County Services

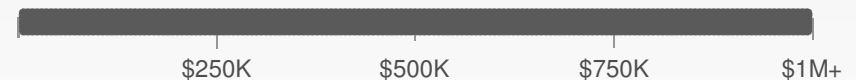
## Key Components

- Establish a set of Guiding Principles for the Web presence.
- Web Guiding Principles describe how Howard County will use the Web to support core organizational values and business objectives.
- Selection of content management and web architecture frameworks. All County websites on a consistent platform.
- Determine web hosting provider for County websites.
- Formalization of Authority for the Web in the organization – in coordination with the PIO and County departments.
- Implement the new County website.
- Include both internet and intranet sites
- Work with PIO and County departments to refine and communicate the Social Media strategy for the County.

## Related Projects

Architecture standards, Cyber-Security

## Estimated Labor Cost



## Estimated Duration

12-18 months for strategy development, establishment of guidelines and standards, and implementation of new County website.

## Resources

App Development Lead. Solutions Architect, Business Analyst  
n Web developers (TBD)  
PIO Analyst, County Dept Analysts  
Outside Consulting Partner



Review and update Data Center strategy to better meet County needs. Reduce the footprint of County-owned Data Centers.

### Project Category

Improve Infrastructure

### Key Components

- Review Data Center strategy relative to County needs for flexibility and growth (performance and capacity) .
- Reduce the County-owned Data Center footprint.
- For applications that Howard County will continue to host determine an Enterprise class Data Center partner.
- Define the requirement and services that the Data Center partner will provide besides hosting services.
- Determine if data center strategy will include the build-out of a private cloud.
- DTCS get out of the business of managing County-owned data centers.

### Related Projects

Applications list, Architecture standards

### Estimated Labor Cost



### Estimated Duration

4-6 months.

### Resources

Lead Server/Data Center Architect, Technical Analyst,  
Outside Consulting / Data Center Partner



Review possible leverage of Cloud-based solutions to better meet County needs. Consider cloud-based solutions over on premise (County hosted) solutions where appropriate.

## Project Category

Improve Infrastructure

## Key Components

- Develop guidelines to evaluate cloud solutions. Some key considerations will include:
  - Vendor financial stability
  - Reliability
  - Security
  - Performance and capacity
  - Integration with other applications
  - Availability and business continuity
  - Disaster Recovery
- This establishes the guidelines for cloud adoption for departmental solutions.
- Publish guidelines to County departments and advocate a 'Cloud First' strategy over on premise (locally hosted) solutions.
- Engage with County departments to participate in evaluation of new and replacement department solutions.

## Related Projects

Cyber-Security

## Estimated Labor Cost



## Estimated Duration

3 months to develop and communicate guidelines, with ongoing project implementation support working with the County business departments.

## Resources

Technical Analyst, Network/Communications Analyst, Security Engineer  
Consulting/Cloud Solutions Partner(s)



# Virtualized Desktop Infrastructure (VDI)

Consolidate County requirements for desktop infrastructure, and deploy standard desktop images for use in the County environment.

## Project Category

Improve Infrastructure

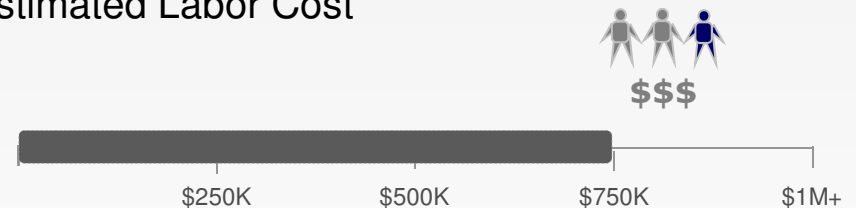
## Key Components

- Consolidate requirements from the County and Business departments.
- Develop standard image(s) for use in the County environment.
- Determine department specific application requirements for adaptations of standard image.
- Assess the existing desktop and end-user computing infrastructure, including virtual, remote and storage requirements.
- Implement a pilot and proof-of-concept with DTCS
- Determine order of roll-out to county departments.
- Review potential leverage of Desktop as a Service (DaaS) capabilities.
- Implement and manage VDI.

## Related Projects

Applications list, Architecture standards

## Estimated Labor Cost



## Estimated Duration

12-18 months. VDI implementation program currently in-progress.

## Resources

Technical Analyst, Business Analyst  
County Dept Analysts  
Likely to involve Outside Consulting Partner



# Disaster Recovery

Review and document County requirements for Disaster Recovery (DR), and define plans and processes to protect and recover key County business IT applications, data and infrastructure in the event of a disaster.

## Project Category

Improve Infrastructure

## Key Components

- Document DR requirements, including both County and department specific applications.
- Requirements include :
  - RTO (recovery time objective ) – how quickly County needs to be up and running
  - RPO (recovery point objective) – how current the data needs to be
  - RCO (recovery cost objective) – budget available to meet RTO and RPO goals
  - ARO (application recovery objective) – key application(s) to keep the business running
- DR capability is an integral part of overall Continuing Operations Plan
- Incorporate periodic DR testing into DTCS efforts.

## Related Projects

Data Center strategy, Applications list

## Estimated Labor Cost



## Estimated Duration

6-12 months for initial phase. RFP for DR service provider currently in process.

## Resources

Technical Analyst, Business Analyst  
County Dept Analysts  
Outside Consulting Partner



Enable Howard County IT and business departments to manage cyber security risk and applies existing standards and best practices to address real business challenges.

## Project Category

Improve Infrastructure

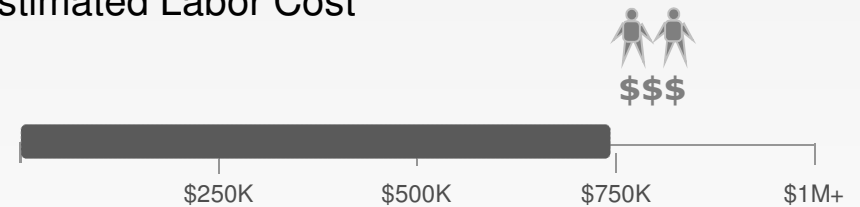
## Key Components

- Establish and publish standards and guidelines.
- Incorporate strategy for secure handling of 'sensitive' data (e.g., HR info, financials, HIPAA (Health Insurance Portability and Accountability Act) data, CJIS (Criminal Justice Information Security), etc.).
- Secure OS (desktop/device and server), network and web vulnerabilities.
- Implement PCI-compliant processes .
- Implement encryption tools and processes.
- Conduct annual external vulnerability testing.
- Participate in County-wide risk assessment .

## Related Projects

Applications list, Device inventory

## Estimated Labor Cost



## Estimated Duration

4-6 months for developing standards and guidelines, establishing PCI-compliant environment, implementing encryption tools and processes, and securing known vulnerabilities. Ongoing monitoring and management, including periodic testing and review.

## Resources

Chief Security Officer, Security Architect  
Outside Consultants for Vulnerability Testing



# Enterprise Architecture

Establish a program that governs the management of current applications, processes, data and infrastructure architecture and guides the implementation of new IT systems for the County.

## Project Category

- Improve Applications Portfolio, Business-IT Alignment, Data Sharing, Infrastructure and IT Capabilities

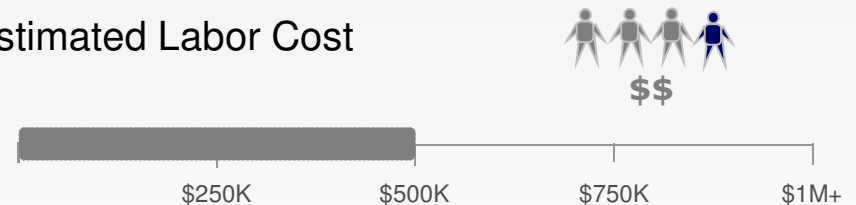
## Key Components

- Define requirements and scope for EA strategy.
- Evaluate and adopt an appropriate industry standard framework. Alternatively, Howard County can develop a hybrid framework.
- Leverage the findings of IT Strategy and other relevant technology and business architecture documents for discovery.
- Conduct the current state assessment, future state definition and mapping exercises with IT and business stakeholders.
- Establish and communicate County-wide IT Governance model.
- Develop EA artifacts to define the technology, architecture and process standards.
- Manage, measure and report the effectiveness of the program.
- Grow scope of EA and update its components and standards over time to keep it up with the changing business needs over time.

## Related Projects

IT Strategy, Application Portfolio Rationalization, Architecture standards

## Estimated Labor Cost



## Estimated Duration

4-6 months to define and develop enterprise architecture strategy and communicate these to County business departments. It should be an ongoing program after that.

## Resources

Enterprise Architect supported by County Business and IT stakeholders, Business, Security, Infrastructure and Solution Architects  
Outside Consulting Partner



# Data Architecture

Create Data Architecture strategy that guides modernization of legacy data platforms and creates County-wide standards for effective use and sharing of Data across all the IT applications.

## Project Category

- Improve Data, Security, and Infrastructure

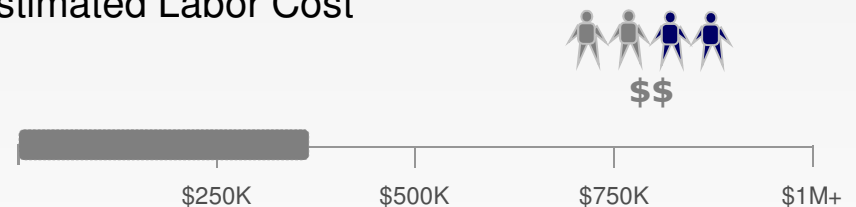
## Key Components

- Establish policy regarding database technology platforms, including obsolete/end-of-life platforms (e.g., MS Access, FoxPro, older versions of SQL, etc.)
- Plan to migrate data from obsolete platforms to more modern platforms (e.g., current versions of SQL Server)
- Establish conceptual and logical data models for both County-wide and department-specific data
- Conduct a data classification analysis to organize data into categories for its most effective and efficient use
- Review and establish common standards and goals to improve data quality, data integrity and data usability
- Establish data source integration standards
- Establish data governance frameworks and necessary governance roles/responsibilities (data governance council, stewardship committee, data stewards, etc.)

## Related Projects

IT Strategy, Application Portfolio Rationalization, Enterprise Architecture, Cyber-Security

## Estimated Labor Cost



## Estimated Duration

3-4 months to define and develop data architecture and communicate these to County business departments.

## Resources

Data Architect supported by County Business and IT stakeholders, Business, Security, Infrastructure and Solution Architects  
Outside Consulting Partner



Adopt components of the IT Infrastructure Library (ITIL), specifically best practices focused on improving IT Service Design and Service Delivery

## Project Category

Improve IT Capabilities and Infrastructure

## Key Components

- Broad adoption of ITIL is not essential but development of key ITIL components, such as a Service Catalog, would provide clarity for business / IT interactions.
- Develop a Configuration Management Database (CMDB) - a repository that contains all relevant information about the components of the information systems used in the County IT services and the relationships between those components.
- Improve IT operational efficiency, repeatability, predictability and quality of service following ITIL principles.
- Assess IT Service Design and Service Delivery
- Identify opportunities to improve IT Service Management

## Related Projects

CMDB, IT Services Catalog

## Estimated Labor Cost



## Estimated Duration

Ongoing

## Resources

Service Delivery Manager, Technical Analyst  
Outside Consulting Partner



## Develop Configuration Management Database (CMDB)

Develop and maintain a Configuration Management Database (CMDB) - a repository that contains all relevant information about the components of the information systems used in the County IT services and the relationships between those components.

### Project Category

Improve IT Capabilities and Infrastructure

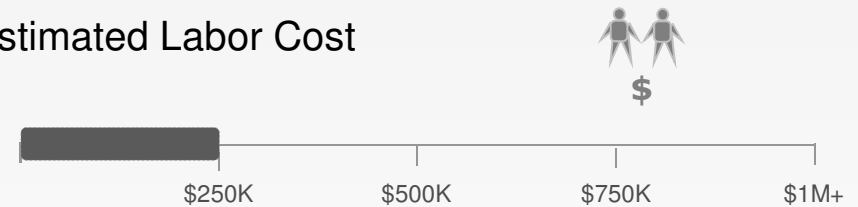
### Key Components

- Determine what configuration items (CIs) to include in the CMDB.
- Assign responsibilities for collecting the data, including ownership and authorizations. This could include leverage of tools to automate data discovery and collection.
- Define the approach: bottom-up or top-down. Focus should be on elements that have the greatest impact on the delivery of the IT services.
- Develop the list of CI attributes that would be captured in the CMDB. These could include:
  - Unique identifier or identification code.
  - Name or Label – both long name and short name.
  - Abbreviations or Acronyms.
  - Description.
  - Ownership (organizations and people).
  - Importance.
- Populate the CMDB – this includes both data attributes and the relationships. This could leverage automation tools.
- Define user approaches to searching the CMDB, and accessing the data.
- Define and implement process for periodic audit/review and maintenance of data in the CMDB.

### Related Projects

ITIL Adoption, Applications Portfolio Rationalization, Device inventory

### Estimated Labor Cost



### Estimated Duration

4-6 months to define, develop, and populate CMDB, with ongoing maintenance and management.

### Resources

Service Delivery Manager, Technical Analyst  
Outside Consulting Partner



# Develop IT Service Catalog

Produce and maintain an IT Service Catalog – a list of standard IT service options and agreements made available to customers

## Project Category

Improve IT Capabilities and Infrastructure

## Key Components

- Determine what services to publish to end users in the Service Catalog.
- Develop the list of services that DTCS provides to its customers and County employees. For each service within the catalog, include:
  - A description of the service
  - Timeframes or Service Level Agreement for fulfilling the service
  - Who is entitled to request/view the service
  - Costs (if any)
  - How to fulfill the service
  - SLAs and OLAs for the service, if applicable
- Group Services by category and allow for searching of services.
- Publish the Service Catalog for use by County business departments, and provide suitable access, search and navigability.
- Allow users to submit a request for the service
- Track overall metrics on how well DTCS is providing the services.

## Related Projects

ITIL Adoption

## Estimated Labor Cost



## Estimated Duration

4-6 months to define, develop and populate IT Service Catalog, including publishing for use by County departments.

## Resources

Service Delivery Manager



# RACI Development

Produce and maintain RACI matrices – a list of standard IT functions and activities, and the roles various stakeholders play in achieving them.

## Project Category

Improve IT Capabilities and Infrastructure

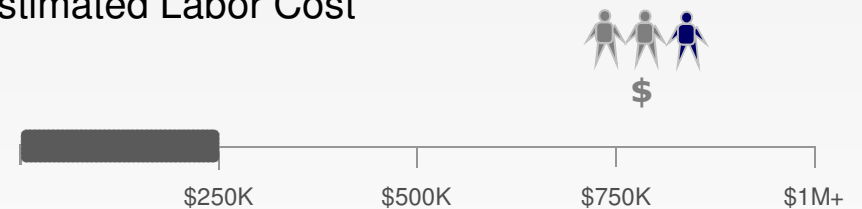
## Key Components

- Identify key processes and business/IT stakeholders,
- Develop list of functions and activities.
- Conduct RACI workshop. RACI is acronym for:
  - Responsible – the person or position responsible for *doing* the work
  - Accountable – the person or position accountable to *ensure* the activity happens
  - Consulted – the person or position that should be consulted *prior* to decision or action
  - Informed – the person or position that should be informed of the decision or action *after* it is made.
- Validate RACI with all participants.
- Communicate outcomes to all stakeholders.
- Follow-up and review/refine RACI matrix as necessary.

## Related Projects

None

## Estimated Labor Cost



## Estimated Duration

4-6 months. Approximately 2-3 months to compile key functions and activities, define ownership using RACI model, and communication to County stakeholders. Use of RACI matrices is an ongoing effort.

## Resources

Service Delivery Manager, Business Analyst  
County Business stakeholders



# Develop Sourcing Strategy

Establish a joint approach with Purchasing and County departments for product and service evaluation and define build / buy / host criteria.

## Project Category

Improve IT Capabilities and Infrastructure

## Key Components

- Develop guidelines to evaluate IT solutions, with considerations including: build vs. buy, own vs. rent, self-hosted vs. externally-hosted, etc.
- Develop guidelines for evaluating vendor cloud-based solutions . These include vendor financial stability, reliability, security, availability and business continuity, performance and capacity, and integration-readiness with other applications.
- This establishes the guidelines for cloud adoption for departmental solutions.
- Consider opportunities to leverage alternative support models, including Infrastructure as a Service (IaaS) and Platform as a Service (PaaS).
- Communicate guidelines to County business departments.
- Use guidelines in evaluating future department-specific solutions.

## Related Projects

Cloud Strategy

## Estimated Labor Cost



## Estimated Duration

4 months to define and develop sourcing strategy, and communicate these to County business departments.

## Resources

Service Delivery Manager, Business Analyst  
County Business stakeholders